

**Meeting: Audit Committee  
Cabinet**

**Date: 23 November 2020  
15 December 2020**

**Wards Affected: All**

**Report Title: Performance and Risk Strategy and Framework**

**Is the decision a key decision? Yes**

**When does the decision need to be implemented? December 2020 onwards**

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## **1. Proposal and Introduction**

- 1.1 Through the Council's Council Re-Design Programme it had been identified that the council and its wholly owned companies (SWISCo and TDA) needed to review its approach to managing its performance and risks. Therefore, this report proposes a new performance and risk strategy and framework for Torbay Council that relies on robust business planning and reporting across the organisation.
- 1.2 Torbay Council and its wholly owned companies is faced with a range of challenges and opportunities in continuing to provide frontline and statutory services and this strategy and framework ensures that all staff, elected members and partners are clear on how they contribute to the delivery of the outcomes in the council's Community and Corporate Plan and other key priorities.
- 1.3 Performance management is essential to the success of Torbay Council and its ambitions as set out in the Community and Corporate Plan and its other key council priorities. Performance Management is a vital element of forward planning and continuous improvement. The Community and Corporate Plan has four main themes and the strategy and framework will support in its delivery. The Plan themes are:
  - Thriving People
  - Thriving Economy
  - Tackling Climate Change
  - Council Fit for the Future.
- 1.4 Each of these themes span across the portfolios and responsibilities held by elected Cabinet Leads and service areas and routine business planning and performance monitoring will help to drive and join up the activities so that the council can measure its success and progress and realise its ambitions in each area.

- 1.5 The strategy and framework also has the flexibility to enable the council to monitor performance on priorities that are not explicitly part of the Community and Corporate Plan via the collection and monitoring of performance indicators/performance standards.
- 1.6 This strategy also provides a framework for the council and its wholly owned companies to consistently manage the risks that it faces and establishes a whole organisation process for identifying and managing these risks. Also where appropriate the key risks are linked to the related performance indicator so that the connection between the two is highlighted and can be addressed as appropriate.

## **2. Reason for Proposal and associated financial commitments**

- 2.1 Torbay Council has a Community and Corporate Plan that is based on ensuring our local community thrives. To support the council in delivering this ambition as well as other key council priorities it will be essential that the council is able to monitor and improve its performance and management of risks. The adoption of a new performance and risk management strategy will enable this to take place.
  - 2.2 The proposals contained in this report may commit the Council financially in respect to the potential purchase of a new software system to replace Spar.Net the council's current performance and risk software. However, the cost of the new software (if purchased) will be offset at least in part by the saving in money from ending the financial arrangements that provide Spar.net and any other associated systems. Further work will be required to determine the business case for the procurement of new performance and risk software.
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## **3. Recommendation(s) / Proposed Decision**

- (i) That Audit Committee recommend to Cabinet the adoption and implementation of the new Performance and Risk Management Strategy as set out in Appendix One of this Report
- (ii) That Cabinet agree the adoption and implementation of the new Performance and Risk Management Strategy as set out in Appendix One of this Report.

## **Appendices**

Appendix 1: Performance and Risk Management Strategy

## **Background Documents**

## Section 1: Background Information

1.	<p><b>What is the proposal / issue?</b></p> <p>Torbay Council needs to improve the way it manages its performance so that it is better equipped to deliver the ambitions as articulated in the Community and Corporate Plan as well as other key council priorities.</p> <p>It is also needs to implement a consistent and robust approach to risk management across the council and its wholly owned companies.</p>
2.	<p><b>What is the current situation?</b></p> <p>Currently the council has an underdeveloped approach to business planning which requires revision and also has a patchy and inconsistent approach to the collection and reporting of performance and risk data</p> <p>The software system that underpins the current approach to performance and risk is aged and under-utilised and is showing signs of no longer meeting the needs of the council.</p>
3.	<p><b>What options have been considered?</b></p> <p>In developing the performance and risk management strategy a range of strategies and frameworks were reviewed from other councils and public sector bodies.</p> <p>The option to not design a new performance and risk strategy and framework was not considered and is not advised.</p>
4.	<p><b>What is the relationship with the priorities within the Partnership Memorandum and the Council's Principles?</b></p> <p>Priorities:</p> <ul style="list-style-type: none"><li>• Thriving People and Communities</li><li>• A Thriving Economy</li><li>• A Climate Fit for the Future</li><li>• A Council Fit for the Future</li></ul> <p>Principles:</p> <ul style="list-style-type: none"><li>• Use reducing resources to best effect</li><li>• Reduce demand through prevention and innovation</li><li>• Integrated and joined up approach</li></ul>
5.	<p><b>How does this proposal/issue contribute towards the Council's responsibilities as corporate parents?</b></p> <p>The adoption of the new performance and risk strategy and framework will enable the council to monitor and evaluate those performance standards/indicators and risks pertaining to its role as corporate parents and act upon this information accordingly.</p>

6.	<p><b>How does this proposal/issue tackle poverty, deprivation and vulnerability?</b></p> <p>The adoption of the new performance and risk strategy and framework will enable the council to monitor and evaluate those performance standards/indicators and risks pertaining to its role in relation to poverty, deprivation and vulnerability and act upon this information accordingly.</p>
7.	<p><b>How does the proposal/issue impact on people with learning disabilities?</b></p> <p>The adoption of the new performance and risk strategy and framework will enable the council to monitor and evaluate those performance standards/indicators and risks pertaining to its role in relation to learning disabilities and act upon this information accordingly.</p>
8.	<p><b>Who will be affected by this proposal and who do you need to consult with? How will the Council engage with the community? How can the Council empower the community?</b></p> <p>The proposal will affect the whole population of Torbay as the management of the performance and risks related to council services impacts on all of the community. The council will engage and empower the community by sharing its performance and risks with the community when it is considered by the council.</p>

## Section 2: Implications and Impact Assessment

9.	<p><b>What are the financial and legal implications?</b></p> <p>The proposals contained in this report may commit the Council financially in respect to the potential purchase of a new software system to replace Spar.Net the council's current performance and risk software. However, the cost of the new software (if purchased) will be offset by the saving in money from ending the financial arrangements that provide Spar.net and any other associated performance systems. Further work will be required to determine the business case for the procurement of new performance and risk software.</p> <p>There are no anticipated legal implications.</p>
10.	<p><b>What are the risks?</b></p> <ul style="list-style-type: none"><li>• That the business planning process will not identify all the relevant performance indicators and risks</li><li>• That the strategy and framework is not adequately resourced</li><li>• That officer assessment of risk impact and probability is not accurate</li><li>• That officer assessment of acceptable performance and targets is not accurate</li><li>• That the performance and risk software required for the strategy and framework is not sufficient</li></ul>
11.	<p><b>Public Services Value (Social Value) Act 2012</b></p> <p>The proposal may require the procurement of new performance and risk software by the council but the purchasing of this will enable the council to more closely monitor and react to its performance in relation to the social, economic and environmental well-being of its residents.</p>
12.	<p><b>What evidence / data / research have you gathered in relation to this proposal?</b></p> <p>In drafting the strategy and framework a range of performance and risk strategies were reviewed from other local authorities and public sector organisations.</p>
13.	<p><b>What are key findings from the consultation you have carried out?</b></p> <p>No formal consultation was undertake.</p>
14.	<p><b>Amendments to Proposal / Mitigating Actions</b></p> <p>Not applicable</p>

## Equality Impacts

15.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	People with caring Responsibilities	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	People with a disability	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	Women or men	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		

People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
Religion or belief (including lack of belief)	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
People who are lesbian, gay or bisexual	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
People who are transgendered	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
People who are in a marriage or civil partnership	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and		

		improve the services they offer to the community		
	Women who are pregnant / on maternity leave	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	Adoption of the Performance and Risk Strategy and Framework will enable the council to manage the services it delivers more effectively and improve the services they offer to the community		
<b>16.</b>	<b>Cumulative Impacts – Council wide</b> (proposed changes elsewhere which might worsen the impacts identified above)	No known cumulative impacts within the council at this point.		
<b>17.</b>	<b>Cumulative Impacts – Other public services</b> (proposed changes elsewhere which might	No known cumulative impacts with other public services at this point.		



	worsen the impacts identified above)	
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